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ABSTRACT

This Parkland College (Illinois) Operational Plan supports the document titled Parkland College 1999-2004: A Strategic Plan for Excellence. Strategic goals and strategies are followed by specific operational action plans that support the completion of the given corresponding strategy. The four goals include: (1) to develop the highest educational standards for the delivery of quality instruction and services to meet the needs of its increasingly diverse population; (2) to become a regional leader in developing and delivering information technology-related career programs and training, and in integrating and utilizing information technology to enhance learning across the curriculum; (3) to develop and deliver career programs and workforce preparation as well as agricultural, business, health, and technical training to meet the needs of the community; and (4) to maximize the development and use of its human, technological, and fiscal resources to maintain its financial vitality. Operational plans include identifying and assessing appropriate standards of student performance in all academic programs and disciplines; forming business and industry partnerships to address the region's shortage of skilled information technology-related workforce; reviewing career programs and developing new ones to meet changing workforce needs; and monitoring progress toward recruitment of faculty and staff whose composition reflects the diverse population being served. (JA)

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ED 455 871

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PARKLAND COLLEGE
2001-2003 OPERATIONAL PLAN

This Parkland College Operational Plan supports the document Parkland College 1999-2004: A Strategic Plan for Excellence. The strategic goals and strategies (coded by a capital letter and number) are given in bold followed by specific operational action plans (coded by a lowercase letter and number) that support the completion of the given corresponding strategy.

Goal A: Parkland College will develop the highest educational standards for the delivery of quality instruction and services to meet the needs of its increasingly diverse population.

A.1 Focus on continuous improvement of quality instruction by identifying and assessing appropriate standards of student performance in all academic programs and disciplines.

a.1.1 AS Complete the cycle of documenting student academic achievement in all academic programs as required by the North Central Association and other agencies. Organize and begin to write Parkland's NCA Self-Study.

A.2 Develop a collegiate atmosphere of a community of learners that emphasizes the importance of moral values, a sense of community, and employer expectations so that students leave Parkland with a positive work ethic and good citizenship skills. Address the concerns of employers that students/employees also need to possess skills in communications (reading, writing, and speaking), basic computer use, problem solving and critical thinking/decision making, and interpersonal/conflict resolution and also be able to work in teams. Encourage students to develop an attitude and understanding that will help them function in a diverse society and job market where rapid changes are commonplace.

a.2.1 AS Work with the external community and faculty to integrate these important skills and components into all academic programs.

A.3 Continually evaluate and improve Parkland's retention efforts so that more students are successful in achieving their educational goals.

a.3.1 AS Continue to analyze and evaluate Parkland's retention efforts and improve student retention.

A.4 Improve quality academic, student, and administrative support services to respond more effectively to meet the needs of students and the community.

a.4.1 CW Continue to assess the needs for support services to help students succeed.

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A.5 Identify and address the needs of students not ready for college-level courses; i.e., those students who are poorly prepared for college-level work and who are at-risk.

a.5.1 AS Fully implement a program for non-college-ready students.

A.6 Further respond to the educational and support needs of an increasingly diverse population, specifically people of color, women, those in need of adult education, and the increasing number of lifelong learners.

a.6.1 AS Work with the Illinois Community College Board to develop a model to integrate adult education and remedial/developmental education curricula.

a.6.2 AS Work with the Illinois Community College Board to facilitate and implement welfare-to-work programs.

a.6.3 AS Continue to expand community education and the Lifelong Learning Institute to meet the needs of an increasingly diverse and older population.

A.7 Increase student and faculty awareness of and access to global/international perspectives across the curriculum.

a.7.1 AS Continue to internationalize the curriculum and provide students and faculty with an international awareness in a global community and economy.

A.8 Encourage Parkland College faculty to become leaders in the development and dissemination of improvements in teaching and learning strategies, instructional technology, and related pedagogy.

a.8.1 CW Support the leadership of the Professional Development Committee and the activities of the Center for Excellence in Teaching and Learning and the Center for Virtual Learning to assist faculty to develop and disseminate such information.

A.9 Fully implement the Illinois Board of Higher Education/Illinois Community College Board-sponsored Illinois Articulation Initiative to improve the transfer process for students from any Illinois two- or four-year, public or private college or university to another.

a.9.1 AS/SS Fully monitor and follow the progress of Parkland students as a result of this initiative.

Goal B: Parkland College will become a regional leader in developing and delivering information technology-related career programs and training,

and in integrating and utilizing information technology to enhance learning across the curriculum.

B.1 Form business and industry partnerships to help fully develop and deliver key information technology-related career programs and training to address the region's critical shortage of a skilled information technology-related workforce.

b.1.1 AS Continue to work with the area agricultural and business community to create new agriculture technology-related and information technology-related career programs and training to meet the needs of local and regional employers.

b.1.2 AS Identify additional key District partnerships and work with them to identify and create new technology-related career programs and training to meet the needs of local and regional employers.

b.1.3 CW Work with the Illinois Community College Board and provide key leadership in the development of technology/telecommunications initiatives.

B.2 Achieve leadership in innovative applications of instructional technologies by improving instruction with integrating instructional technology and alternate modes of instruction throughout the curriculum.

b.2.1 AS Improve teaching and learning through study projects and professional development activities.

B.3 Fully implement plans to deliver educational programs and services through Internet classes, interactive classes and workshops, telecourses and programming through all District 505 local cable systems, and through interactive student and administrative services.

b.3.1 AS Complete plans to deliver programs and services throughout District 505.

B.4 Implement the key components of the Parkland College Technology Master Plan of 1997.

b.4.1 CW Complete implementation of key components of the 1997 Parkland College Technology Master Plan.

b.4.2 CW Update the Parkland College Technology Master Plan.

Goal C: Parkland College will accept its leadership role in the development and delivery of career programs and workforce preparation as well as agricultural, business, health, and technical training to meet the needs of District 505 in partnership with the Workforce Development Commission, the schools, and business and industry.

C.1 Continually review and revise current career programs and develop new programs to meet the changing employment and workforce skill needs of the district and region; maintain an appropriate balance between career and transfer program enrollments.

c.1.1 AS Continue to develop new career programs that meet the mission of the College and the needs of the community.

c.1.2 AS Continue to develop focused strategic plans in program clusters as needed.

C.2 Expand Parkland's role in economic and workforce development by developing local, regional, and global partnerships with business and industry, government agencies, health providers, and the agricultural community and by providing and coordinating the majority of training in District 505.

c.2.1 CW Continue to work with all segments of District 505 to develop partnerships and support economic development throughout the District.

c.2.2 AS Develop a Manufacturing Technologies Institute with the following components: assess needs of the manufacturing community for manufacturing training requirements in workshop settings, assess internal capabilities for course development and delivery, and design or purchase of customized training.

C.3 In collaboration with the Workforce Development Commission, fully develop an efficient and effective school-to-work program that meets the needs of District 505 and that fully integrates Parkland programs and services with the high schools and the business community in the district, the region, and the state in concert with the Illinois Community College Board.

c.3.1 AS Continue to provide leadership and work with the various partners in developing and delivering this program initiative.

C.4 Develop partnerships, expand articulation, and offer dual credit courses with District 505 schools to ease students' transition to post-secondary education.

c.4.1 CW Continue to partner and work with superintendents and principals of schools in District 505 to address this strategy.

C.5 Continue to develop cooperative and supporting relationships with the University of Illinois and Eastern Illinois University.

c.5.1 CW Continue to support these long-standing relationships.

C.6 Continue development of a shared governance and collaboration model focusing on concepts, competence, and connections with Parkland faculty and staff, District 505 leaders, and Parkland's at-large external community.

c.6.1 AS Continue to work to improve the internal shared governance model and to improve external collaboration, access, and communications.

Goal D: Parkland College will maximize the development and use of its human, technological, and fiscal resources to maintain its financial vitality.

D.1 Monitor and make annual progress toward recruitment of a faculty and staff whose composition reflects the diverse population being served. Develop annual staffing plans based on enrollments, programming, and resources. Continue to evaluate the full-time/part-time teaching faculty ratio appropriate to each department and program.

d.1.1 CW Fully implement and report the annual progress toward recruiting a faculty whose composition reflects the diverse population we serve based on the Board- and PCA Senate-approved recommendations in the April 1997 Report to the Parkland College Board of Trustees.

d.1.2 CW Fully implement three-year staffing plans based on expected faculty and staff retirements, enrollments, resources, and programming.

d.1.3 CW Continue to monitor this ratio and recommend staffing levels and changes consistent with available budget resources.

D.2 Support professional and staff development so that faculty and staff reach their full learning, technological, and human potential in serving the College and the district residents. Continue and improve the College leadership development and professional mentoring programs; establish a formal orientation program to orient new staff to the mission, purpose, and goals of Parkland College.

d.2.1 CW Continue to assess and improve professional and staff development for all faculty and staff.

d.2.2 CW Continue to assess and improve the leadership development, professional mentoring, and orientation programs.

D.3 Fully implement an enrollment development/management plan that maximizes enrollment, retention, and staffing in each career program with the employment needs of the community, as well as in each transfer program area with the baccalaureate needs of students.

d.3.1 AS/SS Support the continuing work of the Enrollment Management Team in gathering collegewide input and support to implement the annual goals as outlined in the Parkland College Enrollment Management Plan.

D.4 Aggressively market the mission, programs, and services of Parkland College so that its constituents fully understand its role and connections to the communities it serves.

d.4.1 CW Develop and implement a public relations/image campaign plan for 2001-2003.

D.5 In view of declining government support, implement external funding plans to support key College projects in conjunction with the Parkland College Foundation, as well as through public/private partnerships.

d.5.1 CW Implement long-term plans to use external funding to support the operation of key initiatives.

D.6 Address the critical space shortage for classes, offices, and storage by implementing the Master Campus Development Plan of 1996.

d.6.1 CW Implement the 1996 Facilities Master Plan and ADA Plan as resources permit.

d.6.2 CW Update the Facilities Master Plan and the ADA Plan.

D.7 Continue to give high priority to maintenance and replacement of instructional and institutional equipment, as well as completion of an infrastructure capital improvement plan.

d.7.1 CW Continue to give high priority to the regular maintenance and replacement/updating of instructional and institutional equipment.

d.7.2 CW Revise and update the five-year capital improvement plan.

a) Complete planned second-floor wing connections.
b) Complete exterior masonry renovations.
c) Complete necessary roofing replacement.
d) Complete accessibility/ADA modifications.
e) Complete heating upgrade.
f) Address campuswide parking lot/drive/drainage improvements.
g) Complete carpet replacement.
h) Continue to address deferred maintenance.
i) Implement an internal signage plan.
j) Complete electrical system upgrade.
k) Remodel chemistry laboratory.

l) Fill vacated space resulting from moves to the new wing.

D.8 Develop criteria and strategies to systematically monitor institutional effectiveness resulting in continuous improvement of quality educational and student services.

d.8.1 CW Continue to support the work of the Institutional Effectiveness Committee as it addresses this strategy.

Operational Plan Responsibility Codes:
AS--Vice President for Academic and Student Services/
Associate Vice President for Academic Services
SS--Vice President for Academic and Student Services/
Associate Vice President for Student Services
Ad--Chief Financial Officer/Director of Human Resources
CW--College Wide, the Executive Team

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